



RESEARCH ARTICLE

The Effect of Organizational Climate on Job Engagement with Job Satisfaction as A Mediator

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Abstract

The 2022 ASN work engagement survey, conducted by the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia, shows that the percentage of ASN employees in administrative positions is lower than the percentage of employees in other positions. This study was conducted with the aim of empirically determining the influence of organizational climate on job engagement with job satisfaction as a mediator. The main hypothesis of this study is to determine whether job satisfaction can mediate the relationship between organizational climate and job engagement among civil servants. This study used a quantitative method with 183 civil servants as the research sample. This study employs three types of scales: Job Engagement UWES (Utrecht Work Engagement Scale), Organizational Climate using OCQ (Organizational Climate Questionnaire), and Job Satisfaction using MSQ (Minnesota Satisfaction Questionnaire). The SPSS 25 program for Windows was used to analyze research data using mediation regression techniques. The results of the study showed that organizational climate had a significant effect on job engagement with job satisfaction as a mediator with a p-value of 0.000 ($p < 0.05$). The R value is 0.301. Job satisfaction as a mediator is very important because when there is a fair, open, and supportive work environment, it does not immediately make employees engaged in their work. Instead, when the work environment creates job satisfaction, this will encourage employees to be more emotionally, cognitively, and physically engaged in their work.

Keywords: Job Engagement, Organizational Climate, Job Satisfaction, Employee, State Civil Apparatus

INTRODUCTION

A survey conducted by Gallup (2023) revealed that from 2020 to 2022, only 25% of employees in Indonesia reported being engaged in their work, while 69% were categorized as not engaged, and the remaining 6% were actively disengaged, meaning they were completely detached from their work and distanced themselves from organizational activities. Similar patterns are reflected in the public sector. Data from the 2022 survey on ASN (Aparatur Sipil Negara) work engagement by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kementrian PANRB, 2023) indicated that engagement levels were 7.62% among administrative positions, 10.18% among high leadership positions, and 16.42% among functional positions. The administrative position group recorded the lowest engagement, falling below 10%, highlighting a critical concern for the performance and sustainability of public service delivery in Indonesia.

In government organizations, employees serve as the

backbone in fulfilling public service mandates. Their productivity, perseverance, and intrinsic motivation directly influence organizational success. According to Bakker and Leiter (2010), organizations require employees who are passionate and dedicated those who demonstrate a strong sense of engagement with their work. Engaged employees are generally more receptive to new information, productive, and intrinsically motivated to exceed expectations. Therefore, cultivating employee engagement is not merely beneficial but essential for organizational advancement, especially in the public sector where performance impacts societal welfare (Hasan et al., 2020).

Research consistently shows that organizational climate plays a significant role in shaping employee engagement. A positive and supportive work environment fosters higher engagement, while a negative climate diminishes it. Studies by Olivia & Prihatsanti (2017) and Tri et al. (2021) have demonstrated that organizational climate correlates positively and significantly with work involvement. Employees are more likely to commit their time, energy, and psychological resources when their workplace climate supports their needs. Likewise, organizational climate has been found to influence job satisfaction, as indicated by findings from Aditi et al. (2023) and Achsan et al. (2024), which showed that better work

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climates lead to higher employee satisfaction. Conversely, some studies (e.g., Rahman et al. (2023)) report no significant relationship, suggesting the need for further investigation into the factors that may explain these mixed results.

Job satisfaction, as an affective response to the workplace (Weiss et al., 1967), is recognized as a critical predictor of work engagement. Higher job satisfaction often translates into greater enthusiasm, dedication, and focus in carrying out work tasks (Saputra & Bantam, 2023; Muchtadin, 2023; Roseana & Dewi, 2023). Employees who feel proud of their organization and find fulfillment in their roles tend to engage more deeply in their work. However, while the link between satisfaction and engagement is well-documented, the role of job satisfaction as a mediator in the relationship between organizational climate and job engagement has received limited attention in the literature. This gap is particularly evident in studies focusing on the public sector, where hierarchical bureaucracy and unique organizational cultures may shape the mechanisms linking climate and engagement.

Although work engagement is recognized as a critical factor for organizational success, much of the existing research has primarily examined the direct relationship between organizational climate and job engagement (Ancarani et al, 2019; Chaudhary et al, 2014), without exploring the underlying psychological mechanisms that connect the two. In public organizations such as the ASN, where structural constraints and distinctive work cultures prevail, psychological variables like job satisfaction could serve as a pivotal bridge explaining how and why organizational climate impacts work engagement. The scarcity of studies positioning job satisfaction as a mediator limits our understanding of employees' affective responses to work climate, leaving a significant research gap. This is noteworthy because job satisfaction often acts as a trigger for sustained work engagement.

From a theoretical standpoint, the Job Demands–Resources (JD-R) model provides a valuable foundation for understanding the dynamics among organizational climate, job satisfaction, and employee engagement. A recent meta-analysis of Public Service Motivation using the JD-R model highlights how organizational resources such as a supportive climate facilitate positive employee attitudes and motivation, particularly in public sector settings (Tang et al., 2024). Similarly, the Affective Events Theory (AET) underscores that workplace events trigger emotional reactions, which subsequently shape important job outcomes like satisfaction and engagement. A comprehensive meta-analysis on emotional dynamics in the workplace corroborates this link, showing that affective experiences significantly influence job satisfaction (Williams et al., 2024).

Critically, previous studies have not fully capitalized on these theoretical insights. Many investigations have either examined organizational climate's direct effect on job engagement or its impact on job satisfaction separately,

but have rarely integrated both into a comprehensive mediation model especially in public sector contexts marked by hierarchical structures. Empirical evidence from other settings, however, underscores the relevance of a mediating role for job satisfaction. For instance, in Indonesia's construction sector, organizational climate positively affects job satisfaction, which in turn enhances employee performance with job satisfaction acting as a partial mediator (Paramitha et al., 2024). Similarly, research among physical education teachers in economically disadvantaged areas found that self-efficacy improves work engagement indirectly through job satisfaction as a key mediator (Zhou et al., 2025). These findings bolster the argument for empirically testing the mediation pathway within the Indonesian ASN context, both to deepen theoretical understanding of job engagement and to inform human resource management practices in government institutions.

The urgency of this study lies in the need to enhance employee engagement within Indonesia's public sector, where bureaucratic structures and unique organizational cultures often hinder optimal performance. While previous research predominantly examined the direct effect of organizational climate on job engagement, this study advances the literature by introducing job satisfaction as a key psychological mediator in that relationship. This approach addresses a critical gap in understanding the internal affective mechanisms linking climate and engagement an area largely overlooked, particularly in public sector contexts. The novelty of this research lies in testing and validating a mediation model within the Indonesian ASN environment, thereby offering both theoretical enrichment to job engagement studies and actionable insights for human resource management practices in government institutions.

Based on the identified gap, the objectives of this study are to: Examine the effect of organizational climate on job engagement among civil servants; Examine the effect of organizational climate on job satisfaction; Examine the effect of job satisfaction on job engagement; Test the mediating role of job satisfaction in the relationship between organizational climate and job engagement.

MATERIALS AND METHODS

Participant characteristics and research design

Sugiyono (2022) explained that Population is a generalization area consisting of subjects or objects that have certain qualities and characteristics that have been determined by the researcher to be studied before reaching a conclusion. This study involved 183 employees from Agency X, including 82 Civil Servants (PNS) and 101 Contract/honorary workers.

Tabel 1. Field categorization on Agency X

Field Section	Civil Servants	Contract/ honorary employees	Total
The Secretariat	21	25	46
Field of Youth Empowerment	13	5	18
Field of Sports Culture	10	6	16
Field of Youth Development	11	5	16
Field of Sports Achievement Improvement	12	4	16
Sports Infrastructure Management	15	56	71
Total	82	101	183

This study uses a quantitative method to see that the relationship between variables to the object being studied is more causal (causal) (Sugiyono, 2022). So, in this study there are independent variables (Organizational Climate), dependent variables (Job Engagement), and mediator variables (Job Satisfaction).

Tabel 2. Number of Respondents by Age and Education on Agency X (N=183)

Characteristic	Total	Percentage
Age		
21–25 year	14	7,7%
26–30 year	52	28,4%
31–35 year	30	16,4%
36–40 year	58	31,7%
41–45 year	19	10,4%
46–50 year	9	4,9%
51–55 year	1	0,5%
Education		
SMP	2	1,1%
SMA/SMK/SLTA	92	50,3%
D3	5	2,7%
S1	84	45,9%

Based on table 2, it shows that as many as 14 or 7.7% of respondents are aged 21-25 years, as many as 52 or 28.4% of respondents are aged 26-30 years, as many as 30 or 16.4% of respondents are aged 31-35 years, as many as 58 or 31.7% of respondents are aged 36-40 years, as many as 19 or 10.4% of respondents are aged 41-45 years, as many as 9 or 4.9% of respondents are aged 46-50 years, and as many as 1 or 0.5% of respondents are aged 51-55 years. It can be seen from the table above that employees at Agency X are dominated by the Millennial Generation and Generation Z.

Based on table 2, it shows that as many as 2 or 1.1% of respondents have the latest junior high school education, as many as 92 or 50.3% of respondents have the latest high school / vocational / high school education, as many as 5 or 2.7% of respondents have the latest D3 education, and as many as 84 or 45.9% of respondents have the latest S1 education. Based on the table above, it can be concluded that employees at the Agency X are dominated by employees with the last education of high school / vocational / high school and S1.

Sampling procedures

The researcher determined that the sampling technique in this study uses non-probability sampling with a saturated sample type, so the entire population is used as a research sample. The number of samples in this study amounted to 183 employees of Agency X. According to Sugiyono (2022), saturated sampling is a sampling technique when all members of the population are used as samples. This is done if the population is relatively small, or the research wants to make generalizations with very little error.

Sample size, power, and precision

The number of samples in this study was 183 employees. On the Job Engagement scale, the researcher used a measuring tool from Mulyati et al. (2019). This measuring tool was previously adapted from UWES (Utrecht Work Engagement Scale) by measuring three

aspects, namely vigor (enthusiasm), dedication (dedication), and absorption (appreciation) of Schaufeli and Bakker (2004) which consists of 9 statement items.

On the scale of Organizational Climate using the scale of measuring instruments from Rahwidiharto and Dharma (2003). This measuring tool was previously adopted from the OCQ (Organizational Climate Questionnaire) by measuring six dimensions, namely structure, standards, responsibilities, awards, support, and commitment belonging to Stringer (2002) which consists of 30 statement items. The job satisfaction scale is measured using MSQ (Minnesota Satisfaction Questionnaire) by measuring two dimensions, namely intrinsic and extrinsic satisfaction of D. Weiss et al. (1967) a short version containing 20 statement items.

Measures and covariates

Job Engagement in this study refers to Schaufeli dan Bakker (2004). Job Engagement is a situation where individuals have positive thoughts and have high motivation in relation to their work. This condition is characterized by high vigor, dedication, and depth of focus (absorption). Stringer (2002) who explained that Organizational Climate is a reasonable perception or can be seen and felt by individuals in the work environment and the dimensions of the organizational climate include structures, standards, responsibility, awards, support, and commitment. Job satisfaction in this study refers to D. Weiss et al. (1967) who stated that Job satisfaction is defined as an important indicator of a person's success in the workplace achieved by maintaining a relationship between them and their work environment, which can be seen from intrinsic satisfaction and extrinsic satisfaction.

The Job Engagement Scale obtained 9 statement items that were said to be valid whose validity coefficient ranged from 0.493-0.748 and the reliability value was 0.884. The Organizational Climate Scale obtained 17 statement items that were said to be valid whose validity coefficient ranged from 0.315 – 0.528 and 13 statement items were said to be invalid because the validity value was < 0.3. The reliability value is 0.800. The Job Satisfaction Scale obtained 19 statement items that were said to be valid whose validity coefficient was in the range of 0.343 – 0.608 and 1 statement item was said to be disqualified because the validity value was < 0.3. The reliability value is 0.873. This study used Statistical Product and Service Solutions (SPSS) 25 software to conduct validity tests, reliability tests, and data analysis.

Data analysis

Steps in data analysis were carried out systematically to determine whether the job satisfaction variable mediates the relationship between organizational climate and work engagement. The first step began with testing the validity and reliability of the instruments used, followed by testing classical assumptions using normality and linearity tests. After that, regression analysis was performed to determine the direct effect of organizational climate on work engagement. Next, in the second step, the influence of organizational climate on job satisfaction is analyzed through linear regression to see whether organizational climate also plays a role in shaping employee job satisfaction levels.

The third step is to analyze the influence of job satisfaction on work engagement to ensure that the mediator variable (job satisfaction) has a significant relationship with the dependent variable (work

engagement). In the fourth step, mediation regression analysis is conducted by simultaneously including organizational climate and job satisfaction as predictors of work engagement to determine whether the influence of organizational climate on work engagement remains significant after considering job satisfaction as a mediator. Finally, to test the significance of the mediation effect, a Sobel test is conducted to determine whether job satisfaction statistically mediates the relationship between organizational climate and work engagement.

Regression analysis with mediation is an intermediate variable that is located between the independent and dependent variables, so that the independent variable does not directly affect the change or emergence of the dependent variable. This intermediate variable is called mediator or intervening (Hanif, 2017).

RESULTS OF STUDY

In this study, as many as 183 employees working in Government Agency X were obtained. Based on table 3, it shows that as many as 82 or 44.8% of respondents are Civil Servants (PNS) and 101 or 55.2% of respondents have Contract/honorary workers status. Based on the table 3 above, it can be concluded that employees in Government Agency X are dominated by Contract/honorary workers. The results of the table 3 show that as many as 50 employees worked for 1 – 5 years, as many as 66 employees worked for 6 – 10 years, as many as 65 employees worked for 11 – 15 years, and as many as 2 employees worked for >16 years.

Table 3. Characteristics of Respondents Based on Employment Status and Length of Employment (N=183)

Characteristics	Frequency	Percentage
Employee Status		
Civil Servants (PNS)	82	44,8%
Contract/honorary workers	101	55,2%
Length of Work		
1 – 5 years	50	27%
6 – 10 years	66	36%
11 – 15 years	65	36%
>16 years	2	1%

The results of the employee categorization based on the Job Engagement variable show that it is in the high category, and the very high category (table 4). Employees who are in the high category show that they work with great enthusiasm, enthusiasm, act professionally, consider their work important, and strive to meet the challenges in their workplace. Employees who show higher engagement also show a willingness to work harder.

The results of the categorization of employees based on the Organizational Climate variable show that employees perceive the Organizational Climate in the high category, and the very high category. Employees who are in the high category show that they are working well, know what to do, employees are trying to improve their performance, can solve problems in their work, and get support or communication with colleagues goes well.

The results of employee categorization based on the Job Satisfaction variable show that employee Job Satisfaction is in the high category, and the very high category. Employees know what they do at work, how they

view their work, their work situation, and good relationships in their workplace. Employees who are very satisfied with their work will think positively about their work, make their workplace comfortable, and build good relationships at work.

Based on table 5, it is known that three variables have a significance level ($\alpha = 0.05$), which is 0.200. This study shows that the variables Job Engagement, Organizational Climate, and Job Satisfaction are normally distributed. The significance value of Deviation for Linearity is 0.132. This shows that the variables of Organizational Climate and Job Engagement have a linear relationship.

Based on the Hypothesis test results in table 6, the correlation value (R) was obtained which was 0.047. From these outputs, the determination coefficient (R Square) was obtained of 0.002 and the significance value was 0.527 (sig > 0.05). This means that there is no influence between Organizational Climate and Job Engagement. People management should also think about their people management strategy. If an organization has spent a lot of resources on creating a “good work environment” (like work culture programs, organizational values, and positive environment training), but there's no real improvement in employee engagement, then they should check if these efforts are actually relevant to what employees need. There is a possibility that you will consider a more personalized or individualistic approach, such as coaching, career development, and performance-based compensation.

Based on the test results, the correlation value (R) was obtained which was 0.265. From these outputs, the determination coefficient (R Square) is 0.070 and the significance value is 0.000 (sig < 0.05). This means that there is a significant influence between Organizational Climate and Job Satisfaction. Shows that organizational climate as an aspect of the work environment affects job satisfaction in accordance with D. Weiss et al. (1967), especially in terms of extrinsic satisfaction. By fostering a good and encouraging work environment, enhancing communication and supervision procedures, and modifying work systems to be more employee-friendly (e.g., flexibility, task clarity, and decision-making participation), agencies can successfully increase employee job satisfaction.

Based on the test results, the correlation value (R) was obtained which was 0.299. From these outputs, the determination coefficient (R Square) was obtained of 0.089 and the significance value was 0.000 (sig < 0.05). This means that there is a significant influence between Job Satisfaction and Job Engagement. According to the Schaufeli and Bakker (2004), job resources like job satisfaction have an impact on job engagement. This result supports the Schaufeli and Bakker (2004) theory's contention that positive work experiences (job satisfaction) have an impact on engagement in addition to job demands. From a practical standpoint, agencies may effectively boost engagement by increasing job satisfaction, which has an effect on team performance, loyalty, and productivity.

Based on the test results, the correlation value (R) was obtained which was 0.303. From these outputs, the determination coefficient (R Square) was obtained of 0.090 and the significance value was 0.000 (sig < 0.05). This means that there is a significant influence between Organizational Climate on Job Engagement and Job Satisfaction as a mediator. The concept that positive work experiences promote engagement through emotional satisfaction is reinforced when Weiss et al. (1967) Job Satisfaction Theory and Schaufeli and Bakker (2004) Engagement Theory are combined into a single relational

model. From a practical standpoint, companies can concentrate on creating an equitable, encouraging, and open work environment, which will raise employee satisfaction and foster engagement. Simply concentrate on

fostering contentment through a positive work environment before attempting to directly target engagement.

Table 4. Distribution of Subjects Based on Job Engagement Scale, Organization Climate, and Job Satisfaction (N= 183)

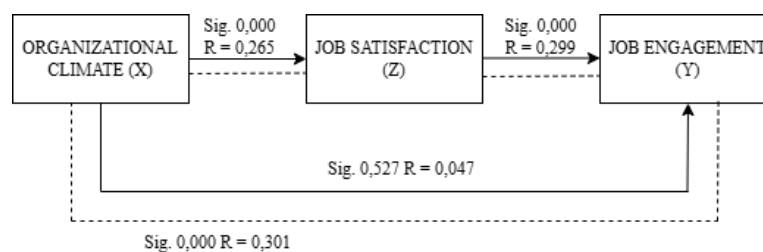
Tendency Interval	Category	Job Engagement			Organization Climate			Job Satisfaction		
		score	f	%	score	f	%	score	f	%
$X < M - 1,5SD$	Very Low	< 26	7	4%	<81	17	9%	<64	16	9%
$M - 1,5SD < X \leq M - 0,5SD$	Low	26-34	50	27%	81-89	48	26%	64-73	28	15%
$M - 0,5SD < X \leq M + 0,5SD$	Keep	34-42	67	37%	89-97	47	26%	73-81	92	50%
$M + 0,5SD < X \leq M + 1,5SD$	High	42-50	46	25%	97-106	66	36%	81-90	29	16%
$M + 1,5SD < X$	Very High	>50	13	7%	>106	5	3%	>90	18	10%

Table 5. Normality Test and Linearity Test

Normality Test				Linearity Test			
Variable	p	α	Interpretation	Variable	p	α	Interpretation
Job Engagement – Organizational Climate – Job Satisfaction	0,200	0,05	Normally Distributed	Organizational Climate – Job Engagement	0,132	0,05	Linear

Table 6. Hypothesis Test

Hypothesis	Regression Variable	Sig	R	Rsquare
1	Organizational Climate – Job Engagement	0,527	0,047	0,002
2	Organizational Climate – Job Satisfaction	0,000	0,265	0,070
3	Job Satisfaction – Job Engagement	0,000	0,299	0,089
4	Job Satisfaction, Organizational Climate – Job Engagement	0,000	0,301	0,090



Picture 1. Conceptual framework and results

After Job Satisfaction as a mediator, the Organizational Climate on Job Engagement becomes influential, so that Job Satisfaction acts as a mediator that is fully mediated on the influence of the Organizational Climate on Job Engagement. This is also confirmed by the results of the Sobel Test (table 7. Calculations with the Sobel test require large subject assumptions and normally distributed data (Preacher and Hayes, 2004)

Engagement mediates the relationship between Organizational Climate and Job Engagement. In increasing employee Job Engagement, it is also necessary to improve or create an Organizational Climate first before increasing employee Job Engagement.

DISCUSSION

In the first hypothesis, the analysis revealed that organizational climate had no significant direct effect on job engagement. This finding suggests that a supportive climate alone is insufficient to directly foster employees' engagement. Within the JD-R model (Bakker & Demerouti, 2007), organizational climate functions as a job resource whose effect on engagement often operates indirectly through motivational and affective pathways. Similarly, Affective Events Theory (Weiss & Cropanzano, 1996) posits

Table 7. Sobel Test

Input	Test statistic	p-value
ta	3,692	2,76600317
tb	4,176	0,0056748

From table 7, the results of the calculation of the sobel test obtained statistical test values of 2.76 and $p < 0.01$. Thus, it can be concluded that Job Satisfaction with Job

that workplace conditions first influence emotional responses such as job satisfaction which then shape engagement-related behaviors. Contextual factors further support this interpretation. The majority of respondents were support personnel (non-PNS) whose employment terms differ substantially from Civil Servants (PNS). While PNS employees must log daily reports via e-PERFORMANCE and receive a Performance Allowance (TUKIN), support personnel are on annual contracts, receive only a basic salary determined by agency budgets, and follow different career paths. Despite having equal workloads and working hours, the absence of performance-based incentives for support personnel may alter how they perceive and respond to organizational climate cues. Interestingly, results showed that support personnel exhibited higher engagement levels than PNS employees, possibly due to job security concerns or distinct motivational drivers.

These findings diverge from (Tri et al., 2021a) and Olivia & Prihatsanti (2017), who reported a significant positive link between organizational climate and engagement, yet align with Juliasa et al. (2022), who argued that a positive climate alone does not guarantee sustained employee commitment to organizational goals. The insights of this study contradict the majority of earlier research that asserts a direct relationship between organizational climate and job engagement. This disparity may be attributable to respondent characteristics, organizational settings, and local culture, which mediate the relationship through job satisfaction in an indirect rather than direct manner. Therefore, this study offers a novel perspective, suggesting that without first cultivating an emotionally fulfilling work environment, perceptions of organizational climate may be insufficient to drive engagement.

The second hypothesis confirmed that Organizational Climate positively influences Job Satisfaction. This finding is consistent with recent studies by Aditi et al. (2023) and Achsan et al. (2024), which demonstrate that a supportive work environment, positive interpersonal relationships, and role clarity enhance employee satisfaction. Drawing on Affective Events Theory (AET) (Weiss & Cropanzano, 1996), positive climate perceptions trigger favorable emotional reactions such as feelings of appreciation, trust, and fairness key antecedents of job satisfaction. In Government Agency X, factors such as role clarity aligned with organizational structure, recognition of contributions, and fairness in decision-making collectively shape a psychologically supportive climate that strengthens trust both among employees and between employees and supervisors.

For the third hypothesis, the results indicate that job satisfaction has a significant positive effect on job engagement. This finding aligns with the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), which posits that job resources such as recognition, fair policies, supportive relationships, and adequate income foster positive affective states that drive engagement. Similarly, Affective Events Theory (Weiss & Cropanzano, 1996) explains that satisfying workplace experiences generate positive emotions, which in turn encourage employees to invest more effort and persistence in their roles. In this study's context, employees who are satisfied with both intrinsic (e.g., sense of achievement, skill utilization) and extrinsic factors (e.g., rewards, working conditions, organizational policies) are more likely to display higher commitment, initiative, and readiness to take on challenges.

These results are consistent with prior findings by Nafis et al. (2023) and Roseana & Dewi (2023), who

reported that higher job satisfaction enhances employees' positive emotions such as enjoyment and enthusiasm which strengthen their psychological attachment to work. Thus, the evidence supports the notion that satisfaction is not only an outcome of favorable working conditions but also a key psychological mechanism that sustains engagement.

For the fourth hypothesis, results show that job satisfaction fully mediates the relationship between organizational climate and job engagement. This indicates that perceptions of a supportive organizational climate do not directly enhance engagement, but rather operate through their impact on employees' satisfaction. From the perspective of the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), organizational climate serves as a job resource that first fosters positive affective states namely satisfaction which then translate into higher engagement. Likewise, Affective Events Theory (Weiss & Cropanzano, 1996) suggests that favorable workplace conditions trigger positive emotional responses, and these affective experiences subsequently shape attitudinal outcomes such as engagement.

These findings clarify the non-significant direct path found in Hypothesis 1: in the present context, organizational climate alone may not be sufficient to mobilize employees' discretionary effort unless it also enhances their satisfaction with intrinsic and extrinsic aspects of their work. By demonstrating this full mediation, the study reinforces the idea that job satisfaction is a critical affective mechanism linking climate perceptions to engagement consistent with emerging evidence in other sectors (Zhou et al., 2025) and highlights the importance of cultivating satisfaction as a strategic lever for improving engagement in public sector organizations.

Based on these results, the staffing department should create a fair, friendly, and open work environment. A sense of psychological safety, respect for contributions, role clarity, and transparency in communication are all examples of this. If a positive company culture can help employees feel more comfortable and more confident in carrying out their duties, this will start the road to increased job satisfaction.

The results show that job satisfaction serves as an important link between the work environment and workplace engagement. Therefore, the staffing department should prioritize fulfilling job satisfaction factors, such as workload balance, peer and supervisor relationships, fairness, career development, fair compensation, and rewards. In addition, Agency X is advised to conduct periodic internal surveys to find out how employees perceive the work environment and their level of satisfaction with their jobs. Evidence-based management policies can be made with this data.

This study theoretically enriches our understanding of the relationship between organizational climate, job satisfaction, and job engagement through the integration of two main theories (Weiss and JD-R), and practically provides strategies for improving engagement based on job satisfaction. The mediation model offered is a relevant conceptual innovation that should be further tested in additional contexts and variables in the future.

The suggestions from this study are intended for researchers to be recommended to increase the research area and research time so that they will obtain more accurate research results. In addition, the researcher is further advised to take samples from Government Agency X of other districts/cities in order to compare whether the results of this study apply to districts/cities inside or outside the Province.

CONCLUSIONS

Based on the findings obtained, it can be concluded that the Organizational Climate has no effect on Job Engagement. Organizational Climate has a significant effect on Job Satisfaction. Job Satisfaction has a significant effect on Job Engagement. Organizational Climate has a significant effect on Job Engagement with Job Satisfaction as a mediator. Based on this, it can be explained that Job Satisfaction functions as a mediator that is full mediation. These results provide clues that the mediation of Job Satisfaction is a determinant of the indirect influence of Organizational Climate on Job Engagement. Thus, it can be stated that improving the Organizational Climate will encourage Job Satisfaction and will ultimately increase employee Job Engagement. The importance of job satisfaction as a mediator is because when a positive organizational climate (e.g. a supportive, fair, and open work environment) does not immediately make employees engaged at work. However, such a climate creates job satisfaction first, which then encourages employees to be more emotionally, cognitively and physically engaged in their work.

Staffing departments should actively help create a good work environment and appreciate what they do in order for employees to feel satisfied in their jobs, which in turn will result in more commitment and engagement. To increase employee engagement at work, employee development programs, performance recognition, and rewards can be used as strategies to increase employee satisfaction. For future researchers, there is an opportunity to examine other mediating or moderating variables, such as intrinsic motivation, transformational leadership, and organizational commitment. These variables might contribute to the relationship between organizational climate and worker engagement. By using a quantitative approach in this study, future researchers can use a qualitative research design to further explore employees' experiences relating to their job satisfaction and work environment.

In this study, researchers only relied on self-report in conducting preliminary studies, where self-report can help research respondents provide responses that are in accordance with the conditions. There were limitations during the preliminary study in interviewing employees and observing the situation at the research site. During the preliminary study, it was found that there were problems related to engagement in employees, but when researchers analyzed the data, the results showed that there were no Job Engagement problems in employees. In all the items of the Job Engagement and job satisfaction measuring instrument scale only contains favorable items. This can cause respondents to fill out questionnaires to be biased, so it can be seen that there is no problem with employee Job Engagement.

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DECLARATION

Ethics approval and consent to participate

This study has received ethical approval by letter number (288/UN.17/FPSI/SPm/X/2024) from Faculty of Psychology, Universitas 17 Agustus 1945 Samarinda, Indonesia.

Consent for publication

This study, the authors had the respondents' consent to take part in the study.

Availability of Data and Material (ADM)

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Competing interests

Authors have no conflicts of interest to be declared.

Artificial Intelligence-Assisted Technology

Artificial intelligence tools (e.g., language models) were used to support language editing and formatting, under the full supervision of the authors. The authors take full responsibility for the accuracy and integrity of the content.

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Authors' contributions

SSA and EKP contributed to the formulation of the research problem, development of the strategic approach, and the design of the theoretical model and adaptation of measurement tools. Data collection in the field was carried out by SSA, with SKU also responsible for determining the sampling locations and methods, as well as supervising the data collection process. SSA was responsible for data processing and analysis. SKU also contributed to the literature review and assisted in the preparation of the final report and the manuscript. EKP served as the principal investigator overseeing the entire research process.

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